



## From the Acquisition Support Center Director

It was a busy summer for the Army Acquisition, Logistics and Technology (AL&T) Workforce as we collectively supported the ongoing global war on terrorism and our combatant commanders and their Soldiers on the front lines. For the U.S. Army Acquisition Support Center (USAASC) portion of that workforce, we have proven and lived up to my philosophy — *People, Teamwork, Partnership, Leadership*. What it boils down to is people making a difference every day, and we have. We've truly achieved that distinction by answering the "call to duty" to support the Army's and Army Acquisition Corps' (AAC's) transformation initiatives while simultaneously providing warfighters with the best possible products, equipment and services, as they continue to put "boots on the ground" in defense of freedom around the world.



There are some workforce members whose performance and contributions to the warfight set them apart from their peers. These extraordinary people will be recognized for their achievements at the annual Army Acquisition Excellence Awards Ceremony on Sunday, Oct 8, 2006, at the Crystal City DoubleTree® Hotel in Arlington, VA. I invite all AL&T Workforce members to join us in "Celebrating Our Acquisition Stars" and recognize the significant accomplishments and achievements of our research and development laboratories, life cycle logistics and contracting communities, our project/product managers and acquisition directors, and other acquisition excellence contributors. For more information, or to make reservations, contact Nicole Perella at (703) 805-1096 or [nicole.perella@asc.belvoir.army.mil](mailto:nicole.perella@asc.belvoir.army.mil).

### Training With Industry (TWI) Program Update

The Army's TWI Program is a one-year on-the-job training program targeting a small, selected population of civilian and military Army professionals. The program places these individuals in challenging external assignments at specific industry locations to expose them to current corporate business practices. This broadened business perspective enhances their performance as they progress toward AL&T senior leadership positions. Through a cooperative relationship with industry, TWI offers the Army a mutual sharing of best practices. The companies that have partnered with the Army's TWI program

in the past include Computer Science Corp.; General Dynamics Land Systems; Lockheed Martin Simulation, Training and Support; Harris Corp.; Boeing Co.; Oak Ridge National Laboratory; Stewart & Stevenson; Raytheon Corp.; and Rockwell Collins Simulation and Training Solutions.

In FY04, TWI became an acknowledged AAC Transformation Campaign Plan Transformation Initiative to reevaluate TWI's processes and procedures. Currently, TWI is offered to our military acquisition officers only. The internal and external evaluations that were conducted identified a need to offer civilians TWI assignments. As a result of that study, USAASC has partnered with the U.S. Army Human Resources Command's Acquisition Management Branch to explore integrating civilians into the existing military TWI processes. To achieve maximum program utility, assignments will be restricted to an industry in the participant's local command area to minimize or negate civilian relocation or extended temporary duty assignments. As we explore efforts to create a process for civilians to participate in the military TWI program, I encourage AL&T Workforce members to use other career-enhancing and professional development programs to make themselves as competitive as possible for TWI assignment selection. For more information about this unique program, contact Gloria King at (703) 805-1251 (DSN 655) or [gloria.king@us.army.mil](mailto:gloria.king@us.army.mil). Please visit [www.cpol.army.mil](http://www.cpol.army.mil) to learn more about TWI and other training opportunities that are available to you.

### Defense Acquisition University Senior Service College Fellowship (DAU-SSCF)

On May 15, 2006, LTG Joseph L. Yakovac Jr., Director, Acquisition Career Management, Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, announced the DAU-SSCF pilot program. The first 10-month class started in Huntsville, AL, in August 2006. Upon successful completion of the pilot, it will be expanded to other Life Cycle Management Command (LCMC) hubs in 2007. DAU-SSCF provides leadership and acquisition training for AAC members at the GS-14 and above level or broadband equivalent. Individuals are board-selected for this opportunity. DAU-SSCF covers core elements on leadership, research, program management and mentoring at the senior level. It develops civilian acquisition leaders for critical senior leadership roles such as product and project managers, program executive officers and other key acquisition positions. DAU-SSCF emphasizes leadership in acquisition with core areas including:

- Leadership training
- Program Management Tools 401 certification

- Studies in areas related to the Army LCMCs
- Research in acquisition topics
- National Senior Level Speakers program
- National Security Module

Individuals who complete the program will be awarded equivalency for the Program Managers Course and offered a master's degree. Contact Gloria King at (703) 805-1251 (DSN 655) or [gloria.king@us.army.mil](mailto:gloria.king@us.army.mil), or Jerry Davis at (256) 895-5207 (DSN 645) or [jerry.davis@dau.mil](mailto:jerry.davis@dau.mil) for more information.

### The Road Ahead

As we transition from summer to fall and close out FY06, I am amazed at how much more our workforce accomplished this year with significantly less in terms of people, time and money. As an organization, we have truly taken an integrated, holistic approach to supporting a Nation at war while transforming the Current Force. It just goes to show how effectively organizations can operate when they communicate requirements across the workforce and pull together as a team to get the job done. FY07 should prove equally challenging from a human and fiscal resources standpoint, but we have implemented new business practices from the lessons learned this past year that will help us work more efficiently and effectively in the months ahead. The directive guidance handed down from the highest levels of Army leadership, to include the Army acquisition community's senior leaders, has motivated us to become better stewards of the Army's limited resources during a time when our Nation is waging a multidimensional war. We have developed methods to help us avoid unnecessary costs and to better streamline our procurement and production processes to eliminate potential waste, outmoded ways of doing business and duplication of effort.

Obviously, the Army can't afford to use the same processes that require past levels of resources. By implementing new initiatives and methodologies across the board, the Army is striving to build on its past year successes through continued innovation, targeted cost-cutting measures and sound, carefully engineered processes. In equipping the world's best Army, we cannot afford to overlook any processes or methodologies that might put our Soldiers at risk. Accordingly, our clear challenge for the road ahead is to continue to fulfill our moral obligations to our Soldiers to the best of our collective ability each and every day and, through our selfless service, honor the men and women who have answered our Nation's highest "call to duty" wherever they put "boots on the ground." For the good of the Soldiers we support and the Nation we serve, let's continue the great momentum we've established and keep pulling together to make FY07 an even better year.



**Craig A. Spisak**  
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## Worth Reading

### Arguing about War

Michael Walzer  
Yale University Press, 2004



*Reviewed by Scott Curthoys, a retired U.S. Army military intelligence and foreign area officer. He is currently working as a counterintelligence analyst contractor for a federal agency.*

The factors that enabled past declarations of war by Congress — an unambiguous threat to our collective security, the clarity of national purpose in the face of that threat and the ease with which we are able to identify the enemy through his symbols and uniforms — have become difficult to discern in an ever-more complicated international landscape. Therefore, it is now the president who decides when, where and, most importantly, for what purpose to commit U.S. forces to combat. It is this last point that stirs the most emotion in Americans.

The reason for sending U.S. forces into harm's way is the single most important consideration in the president's decision. He must make a convincing argument to the U.S. people as to why other diplomatic options will not suffice and troops must be dispatched. Moreover, once troops are sent, the president must be able to exert leverage over the swirling forces the deployment has unleashed: casualties, cost to the treasury, events within the combat zone, world opinion and the actions of the state we are committed to support while at the same time reinforcing the just nature of the deployment.

The world in 2006 is not as simple as it was in 1942. The moral ambiguity of the Vietnam War and decay in the